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# 2002

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## **Board and Council members**

### **Board**

Prof. Eric Froment, *President* (Ancien Président Université Lumière Lyon 2)  
 Prof. Lucy Smith, *Vice-President* (Former Rector Universitetet i Oslo)  
 Prof. Georg Winckler\*, *Vice-President* (Rector Universität Wien)  
 Prof. Jaak Aaviksoo (Rector University of Tartu)  
 Prof. Roderick Floud\* (Vice-Chancellor London Metropolitan University)  
 Prof. Andrei Marga (Rector Babes-Bolyai University, Cluj-Napoca)  
 Prof. André Oosterlinck (Rector Katholieke Universiteit Leuven)  
 Prof. Carles Solà (Former Rector Universitat Autònoma de Barcelona)  
 Prof. Luc Weber (Ancien Recteur Université de Genève)

### **Council**

#### **1. Board**

#### **2. Representatives of the collective full members (as of 17 January 2003)**

|                                |  |
|--------------------------------|--|
| <i>Austria</i>                 | Prof. Peter Skalicky (Rector Technische Universität Wien)  |
| <i>Belgium</i>                 | Prof. Marcel Crochet* (Recteur Université Catholique de Louvain)<br>Prof. Francis Van Loon* (Rector University of Antwerpen) |
| <i>Bulgaria</i>                | Prof. Kamen Velev* (Rector University of Chemical Technology and Metallurgy, Sofia)  |
| <i>Croatia</i>                 | Prof. Jasna Helena Mencer* (Rector University of Zagreb)   |
| <i>Czech Republic</i>          | Prof. Ivan Wilhelm* (Rector Charles University, Praha)   |
| <i>Denmark</i>                 | Prof. Linda Nielsen* (Rector University of Copenhagen)   |
| <i>Estonia</i>                 | Prof. Mati Heidmets* (Rector Tallinn Pedagogical University)   |
| <i>Finland</i>                 | Prof. Jorma Sipilä* (Rector University of Tampere)   |
| <i>France</i>                  | Prof. Michel Laurent* (Président Université de la Méditerranée)  |
| <i>Germany</i>                 | Prof. Klaus Landfried* (President HRK, Bonn)   |
| <i>Greece</i>                  | Prof. Olympia Tziampiri (Vice-Rector Aristotle University of Thessaloniki)   |
| <i>Holy-See</i>                | Rev.mo Don Michele Pellerey (Rector Università Pontificia Salesiana, Roma)   |
| <i>Hungary</i>                 | Prof. Zoltán Gaál* (Rector University of Veszprém)   |
| <i>Iceland</i>                 | Prof. Páll Skulason* (Rector University of Iceland, Reykjavik)   |
| <i>Ireland</i>                 | Dr Roger Downer* (President University of Limerick)  |
| <i>Italy</i>                   | Prof. Piero Tosi* (Rector Università di Siena)   |
| <i>Latvia</i>                  | Prof. Janis Vetra* (Rector Medical Academy of Latvia, Riga)  |
| <i>Lithuania</i>               | Prof. Juozas Antanavicius* (Rector Lithuanian Academy of Music, Vilnius)   |
| <i>Luxemburg</i>               | Prof. Norbert Von Kunitzki* (Président Centre Universitaire de Luxembourg)   |
| <i>Netherlands</i>             | Mr Ed. D'Hondt* (Chairman VSNU, Utrecht)   |
| <i>Norway</i>                  | Prof. Kirsti Koch Christensen* (Rector University of Bergen)   |
| <i>Poland</i>                  | Prof. Franciszek Ziejka* (Rector Jagiellonian University, Cracow)  |
| <i>Portugal</i>                | Prof. Adriano Pimpão* (Rector Universidade do Algarve, Faro)   |
| <i>Romania</i>                 | Prof. Sergiu Chiriacescu* (Rector Transilvania University of Brasov)   |
| <i>Russia</i>                  | Acad. Viktor Sadovnichii* (Rector Lomonosov Moscow State University)   |
| <i>Serbia &amp; Montenegro</i> | Prof. Marija Bogdanovic* (Rector University of Belgrade)   |
| <i>Slovak Republic</i>         | Prof. Juraj Sinay* (Rector University of Technology in Kosice)   |
| <i>Slovenia</i>                | Prof. Joze Mencinger* (Rector University of Ljubljana)   |
| <i>Spain</i>                   | Prof. Ignacio Berdugo Gómez de la Torre* (Rector Universidad de Salamanca)   |
| <i>Sweden</i>                  | Prof. Christina Ullenius* (Rector Karlstad University)   |
| <i>Switzerland</i>             | Prof. Jean-Marc Rapp* (Recteur Université de Lausanne)   |
| <i>Turkey</i>                  | Prof. Kemal Gürüz* (President YÖK, Ankara)   |
| <i>United Kingdom</i>          | Prof. Peter Scott (Vice-Chancellor Kingston University)  |

\* President, Rectors' Conference.



## ***Foreword from the President***

At the end of 2002, EUA membership included 634 individual universities and 34 national rectors' conferences.

This unusual mix of individual and collective membership is very stimulating. It challenges us to address two sometimes differing sets of interests and needs, but gives strength and depth to EUA's approach and responses.

As the only Europe-wide organisation of universities and their national rectors' conferences, EUA is increasingly required both to support individual members and to act at policy level. 2002 has seen the growing influence of EUA in the Bologna Process but also in strengthening the role of the universities in the Research Area. As can be seen throughout the *Report*, we have contributed to a large number of European and national events in both these contexts. But it is in 2003, in Graz and Berlin, when we will be able to test the current impact of EUA and the strength it can give to the universities' voice in the Bologna Process.

Although many of EUA members' interests are currently focused on the broader issues of the Bologna Process, we have been very careful to ensure that the more precise needs of individual universities are also addressed. This has meant further developing existing programmes clearly addressed to these members, as well as launching a number of new activities and projects.

### *Ongoing programmes for member universities*

Two EUA conferences were organised on issues directly related to current priorities for universities across Europe. In April, 228 members met in Roskilde to work on "autonomy and quality: the challenge for institutions", while in October, in Zürich, 286 participants helped develop consensus and recommendations for action on "credit transfer and accumulation: the challenge for institutions and students".

The ongoing EUA Institutional Review Programme and the Management Seminar, the latter offered in partnership with the OECD's programme for the Institutional Management of Higher Education, are concrete activities undertaken by EUA for the development of individual institutions. Last year, EUA institutional review teams visited 15

universities, and 24 recently-appointed university leaders took part in an intensive management seminar at the University of Edinburgh.

Special mention needs to be made of EUA's strong commitment to higher education in South East Europe. We have continued to help members in those countries address their own long-term needs and challenges, and we have also been instrumental in ensuring continued growth in academic cooperation across the region and with other European universities.

### *New activities for member universities*

Through a pilot project with support from the European Commission, EUA is helping 50 of its individual members build European networks to improve their internal quality culture in specific areas they have chosen. We intend this project to show that universities themselves wish to assume their own responsibility in the field of quality assurance.

A second pilot project, also with EC support, was launched to highlight the experience of existing Joint Master programmes operating between European universities. Eleven such networks, involving more than 100 members in very different academic fields, will show the work already underway by universities in building the European dimension, and will disseminate the good practice that has been identified.

Through the 5th Framework Programme, we also were able to finalise preparations for a new project aimed at mapping existing information on social science research in 24 countries across Europe, which will be implemented over the next two years. This mapping will help researchers in their fields gain access to improved information concerning other teams working on similar topics across Europe.

During 2003, EUA will keep this balance between the need to be active at European level and the need to bring concrete answers and assistance to individual members. This is a healthy challenge which will guide our work in the year to come!

Eric Froment

## ***EUA mission and strategy***

### ***Mission and policy statement***

The European University Association, as the representative organisation of both the European universities and the national rectors' conferences, is the main voice of the higher education community in Europe.

EUA's mission is to promote the development of a coherent system of European higher education and research, through active support and guidance to its members as autonomous institutions in their development of the quality of teaching, learning and research and in enhancing their contributions to society.

In the service of its members, both individual and collective, EUA concentrates its activities on

- strengthening the role universities play in the emerging European Higher Education

and Research Areas through contributing to, and influencing policy debate in the interests of its members;

- working together with member institutions in projects on key issues targeted at improving and strengthening individual universities' European profile;
- improving the information base on higher education through the organisation of meetings and conferences to inform members, and the preparation of studies and publications analysing current trends and highlighting examples of good practice;
- advocacy on behalf of its members both at European level to promote common policies, and internationally to promote increased cooperation and enhance the visibility of European higher education.

## *Overview of activities 2002*

2002 constituted EUA's first full year of operational activity. Strengthened through the successful merger process, and the adhesion of 47 new members, the association was able to concentrate fully on implementing its 2001/2003 Action Plan, agreed in Dubrovnik in September 2001.

The Board met six times to prepare and follow up three sessions of the Council. The first Council was held in January in Vienna where members identified themes to be prepared for the 2003 Graz Convention. In Graz, EUA will define key issues for universities in shaping the emerging European Higher Education Area, and adopt a Declaration from institutions to the Ministers of Education who will be meeting in Berlin in September 2003 to agree on the next steps in the Bologna Process.

Two further Council meetings were held in Roskilde in April and in Zürich in October on the occasion of EUA's 2002 biannual conferences. Both events focused on key issues for institutional development, namely the development of a quality culture within institutions, and the importance of credit systems for transfer and accumulation in the EHEA respectively. EUA also held its first General Assembly in Roskilde where amendments to the Articles of Association were proposed and discussed, and subsequently approved by a postal ballot of members.

At the request of its members, and on the basis of the 2001 Joint Declaration signed with US and Canadian partners, EUA also followed up on the question of the potential impact on higher education of further commercialisation in the present round of GATS trade negotiations.

In March, EUA signed a joint declaration with ESIB (the National Unions of Students in

Europe), setting out rules of common interest in the creation of the European Higher Education Area.

In addition to its policy work, EUA was also successful in obtaining EU funding for a wide range of project proposals in areas carefully selected to correspond to its key policy concerns and to members' needs. Thus, in the second half of the year, work began on projects covering issues from institutional quality culture, ECTS and joint degrees to the mapping of research in the social sciences at European level. The extent of these programmes meant the strengthening of the Brussels office of EUA, including a move to new premises in the second half of the year, and increasing concentration in the Geneva office on core issues related to membership and information services.

Through its policy work and its projects, the association has gained a high visibility in a short space of time. Its membership is still growing and, during 2002, two full collective members (the rectors' conferences from the Holy See and Russia), one additional associate collective member (conference of pedagogics academies from Austria), another 39 individual members and 5 affiliate networks joined the association (see full list p. 21). In line with the growing responsibility of institutions in shaping the European Higher Education and Research Areas, the association faces ever growing demands from its members and partners, including from governments, to represent the views of the higher education sector in the Bologna Process. To respond to these demands will imply in future an even wider support from partner institutions and an even stronger commitment of the members so that the association will have the means to meet these expectations.

## ***EUA's contribution to the development of the European Higher Education Area***

### ***Background***

Since EUA's foundation in Salamanca in March 2001 and the Ministers' Conference in Prague later in May, the Bologna Process has continued to dominate higher education policy across Europe. As the main organisation of European universities and their national rectors' conferences, EUA wishes to contribute in a substantive way to the process. This is done through contributing to policy debate with governments and other partners, and by pushing forward the main elements from Bologna and Prague through projects and service to members. In this way, EUA highlights the central role of the higher education institutions in the process.

### ***Activities***<sup>1</sup>

- EUA participates fully as an observer in the Bologna Follow-up Group, comprising ministerial representatives of all countries in the process, and in the smaller Berlin 2003 preparatory group. In 2002, these groups met regularly during both the Spanish and Danish EU Presidencies to work on next key steps of this process. Meetings will continue and intensify in 2003.
- Together with the Swiss Confederation, EUA organised an official Bologna Process conference in October on "credit transfer and accumulation – the challenge for institutions and students". Hosted by the Federal Institute of Technology, Zürich (ETHZ), the conference demonstrated that Europe's universities recognise the importance of credit transfer and accumulation for the future development of the EHEA and accept their own responsibilities in this process. This means that on the basis of the key features agreed upon in Zürich, institutions need to be able to apply ECTS (European Credit Transfer System) in a transparent and flexible way, taking into account their own specific missions and priorities. The outcomes of the conference have been formally presented to the Bologna Follow-up Group in order to inform the Berlin Ministers' meeting in September 2003.
- EUA also contributed to all other official Bologna Process conferences during the year. EUA spoke at the conference on the European dimensions of quality (Amsterdam, March 2002), provided the general rapporteur to the Council of Europe's conference on recognition issues (Lisbon, April 2002), and attended the seminar on joint degrees (Stockholm, May 2002).
- In key areas of its action plan, EUA has launched projects which will contribute to the long-term development of the European Higher Education Area. These include the Joint Masters and the Quality Culture Pilot Projects (see p.15 and p.12).
- EUA also coordinated and published a survey on *Master Degrees and Joint Degrees in Europe* (C.Tauch and A.Rauhvargers, *EUA Thema*, September 2002).
- Using a grant from the Swiss Confederation, and with the support of its member rectors' conferences, EUA has established an informal "Bologna Promoters Group" to help EUA respond to multiple invitations to speak at Bologna Process events organised by its members.
- In March, EUA signed a joint declaration with ESIB (the National Unions of Students in Europe), setting out significant areas for joint action between the two European organisations, in order to strengthen the European Higher Education Area.
- Building on the experience of the management seminar, EUA also organised with the European Association of International Education a seminar on the Bologna Process preceding the EAIE Annual Conference in Porto.
- In late 2002, EUA also launched a data-gathering process to prepare the *Trends in Learning Structures in Higher Education (III)* report. With financial support from the European Commission, questionnaires were addressed to all EUA members and other

<sup>1</sup> All relevant documents from these activities are available on the EUA website.

higher education institutions across Europe, as well as to national rectors' conferences, ministries, student bodies and employers' organisations. The results of this survey will contribute to the *Trends III* report, which will be presented in Graz and Berlin in 2003.

- EUA has continued to encourage the participation of the countries and universities of South East Europe in the Bologna Process. During 2002, Albania, Bosnia-Herzegovina, FYR of Macedonia, Serbia and Montenegro formally stated their wish to join the process (see p.17).

### ***Impact***

- During 2002, the EUA Board, Secretariat and Bologna Promoters responded to invitations from many members, both individual and collective, to participate in discussions and present EUA's position on various aspects of the creation of the European Higher Education Area.
- Presentations were also made at the meetings and assemblies of many other higher education groups and networks (for the main events, see *Annex III*).
- EUA's new projects are designed to help strengthen and support the Bologna Process reforms within individual universities and university networks. They are also intended to raise awareness regarding the necessity of the institutions themselves to participate fully in the process. The *Trends III* survey will contribute significantly, both in terms of promoting this message and giving specific recommendations.
- EUA has been able to play an active role in the Bologna Follow-up Group, ensuring that the views of the sector influence the next stages in the process.

### ***Future prospects***

- The EUA Convention of European higher education institutions will be hosted by the three universities in Graz, Austria, from 29-31 May 2003. The Graz Convention will highlight the role of higher education institutions in driving reform at European level through the Bologna Process. The aims of the EUA are to formulate a clear message from the higher education institutions and to strengthen the role of the institutions in the creation of the European Higher Education Area.
- The outcomes of the Graz Convention will be presented by EUA as a Declaration from the higher education institutions to the Conference of European Education Ministers in Berlin in September 2003.
- EUA plans to build on the first phase of its pilot projects to reinforce EHEA priorities, such as quality culture, joint degrees and ECTS, with the on-going support of the European Commission. These projects will be launched during 2003.
- The EUA conference in autumn 2003, which will take place at the Babes-Bolyai University of Cluj-Napoca, Romania, will focus on the issue of joint degrees.
- Based on the *Trends III* report to be presented in Graz and Berlin, EUA intends to develop in the medium-term a monitoring system for higher education institutions in the EHEA.

## ***EUA's contribution to the development of the European Research Area***

### ***Background***

A second main policy priority for EUA set out in the "Strategy and Guidelines for Action 2001-2003" is to strengthen the role of the universities in the European Research Area (ERA). This is a major challenge given the different location of, and ways in which research is funded across Europe. Activities are channelled principally through the EUA Research Working Group (WG) that consists of representatives of the collective members.

### ***Activities***

The WG met three times in 2002. The work programme included policy initiatives, the creation of three task forces (financing of university research, university-industry cooperation and mobility), and preparation of the March 2003 EUA conference on "the role of the universities in the ERA".

- In cooperation with the EC Directorate-General (DG) for Research, the task force on financing organised an exploratory workshop in September entitled "Innovative financing of university research".
- The task force on university-industry relations provided recommendations to the European Research Advisory Board (EURAB) working group on "Improving Innovation" and also initiated cooperation with the European Industrial Research Management Association (EIRMA).
- In October, the EUA WG produced comments to the Communication from the Commission, *More research for Europe – Towards 3%*.
- The EUA President met with Commissioner Busquin twice to discuss the strengthening of the role of the universities in the ERA and in the 6th Framework Programme (FP6).
- The EUA was represented at a wide range of conferences and workshops arranged by DG Research where issues of importance to the universities were discussed. In parallel, contacts with senior officials were intensified.

- EUA representatives participated in the EURAB WG on the universities. The ensuing recommendations specifically mention the need for cooperation with EUA on university financing and the use of intellectual property rights.
- The EUA President participated in an EU Presidency Conference on the creation of a European Research Council. The same issue was debated at the European Science Foundation (ESF) General Assembly which EUA attended in November.
- Negotiations were completed with DG Research on the "Mapping of Social sciences and Humanities in Europe" project, which will be launched early in 2003.
- EUA organised a networking meeting in December, together with the French universities' representation in Brussels (CLORA), and supported by DG Research, for social scientists having submitted applications of interest to FP6 in 2002.

### ***Impact***

The EUA is increasingly present as a partner in discussions on research at European level, thus ensuring that European universities are being involved in research policy development in a more consistent manner than in the past. This includes the debate on the creation of a European Research Council. Growing cooperation with DG Research is a further indication of this trend.

### ***Future prospects***

- The results of the EUA conference at Bristol in March 2003 will be important in defining priority areas for future work both in terms of the strategic issues facing universities in optimising their role in European research, and in raising awareness of the crucial links between the European Higher Education and Research Areas.
- The WG will continue to monitor the ERA and FP6, and to follow up the work begun on university-industry relations, questions of financing, and of mobility of researchers.



## *Europe in a global context*

### *Background*

European universities have always held global aspirations and an international reach: inter-university cooperation has been a strong feature of the academic community – one that is not bound by political or cultural considerations. In keeping with this tradition, EUA maintains strong relationships with sister associations outside Europe such as ACE (American Council on Education), AUCC (Association of Universities and Colleges of Canada), AUAP (Association of Universities of Asia and the Pacific), UDUAL (Unión de Universidades de América Latina) and AARU (Association of Arab Universities), and with university networks such as Columbus, which promotes links between European and Latin American universities.

Active participation in international fora enables the EUA to express the point of view of the European academic community: e.g., the International Commission of CHEA (Council on Higher Education Accreditation), IAU (International Association of Universities), the accreditation commission of IAUP (International Association of University Presidents), the CERI/ OECD international QA commission, the Salzburg Seminar and the UNESCO Global Forum.

### *Activities*

In the past year, EUA has been present in many regions of the world. For instance, we have conducted institutional evaluations in Africa and Latin America and have been present in Asia, notably in China. Most noteworthy has been the strengthening of ties with two regions:

- Arab World: Launch meeting of the AEUA (Arab-European Universities Association) which took place in Cairo in October, with the participation of 25 European university leaders – from Austria, Azerbaijan, Belgium, Cyprus, France, Germany, Italy, The Netherlands, Poland, Romania, Slovakia, Spain, Turkey and Serbia & Montenegro – and 35 of their Arab counterparts from Egypt, the Emirates, Lebanon, Oman, Palestine, Syria, Sudan and Yemen. AEUA is interested in facilitating the exchange of

ideas, staff and students and developing stronger linkages across the two regions.

- North America: EUA continues to maintain strong ties with North American partners, in particular ACE, CHEA and AUCC. The focus of these discussions has been quality assurance and the further inclusion of higher education in the current GATS round.

### *Impact*

EUA is considered as a key player in the international academic community and a privileged partner for many associations around the world:

- by promoting inter-university cooperation in a rapidly changing policy context and providing a forum for forging institutional alliances and partnerships, despite the increased importance of market forces and competition;
- by playing a central role in the Bologna Process and the creation of a higher education space, which enables the association to draw lessons that can be useful to others and to formulate higher education policies that have a potential for affecting the academic community worldwide.

At the same time, EUA and its members benefit from these international discussions, which are helpful in crafting EUA's policy positions with respect to the construction of a European Higher Education and Research Area.

### *Future prospects*

EUA will continue to participate in key international events and develop international alliances with a view to representing the universities' points of view in policy discussions, promoting European universities and facilitating international inter-university partnerships. Future priorities include North and Latin America and the Arab countries.

In addition, EUA is planning the next Transatlantic Dialogue (Salzburg, June 2003) which will focus on "higher education in a pluralist world".

## Quality Assurance

### Background

EUA's major activity in the quality assurance area consists in the Institutional Review Programme, a programme created in 1993 to promote strategic thinking and internal capacity for the monitoring and enhancement of quality. To date, 82 universities in 30 countries have participated in this programme, and 19 universities have also received a follow-up visit.

The programme's signature – an institutional focus and the European composition of the teams – is unique in Europe and provides evidence that transnational quality assurance is feasible and useful.

### Activities

- In 2002, the Institutional Review Programme conducted 12 institutional evaluations and three follow-up reviews. A particularly noteworthy activity was the concurrent evaluation of all five universities in Serbia at a time when the higher education law was being changed to achieve greater Euro-compatibility. This simultaneous exercise revealed a widespread need for change and supported positively the momentum toward reforms.
- Also in 2002, an EUA team of medical experts conducted an assessment of the structuring of medical education and clinical training in Portugal, through an evaluation of five (of the seven) medical faculties. The team used essentially the methodology of the Institutional Review Programme and applied it to the faculty level. The five simultaneous evaluations conducted by a single team revealed key generic issues that needed to be addressed to introduce reforms in Portugal.
- An international panel, chaired by Jan Nilsson, of the Wallenberg Foundation, completed an external evaluation of the Institutional Review Programme. The panel developed its methodology independently to include six case studies and about 30 interviews with a variety of participants and observers. The panel concluded that the programme is a worthwhile activity that

must be continued, and gave a range of recommendations. The report was made public in December 2002.

- EUA participated as the lead expert in a benchmarking exercise offered by the European Centre for Strategic Management of Universities (ESMU) which focused on internal quality. This resulted in a report that synthesised and analysed the activities of six universities in this area.
- EUA continued to represent the point of view of universities in the quality debate in a number of European and international meetings (see *Annex III*). Noteworthy among them is EUA's participation in the International Commission of CHEA, the Council of Higher Education Accreditation (USA): 50 members who meet annually to discuss the requirements for quality assurance worldwide.

### Impact

The Institutional Review Programme benefits – first and foremost – the participating institutions by allowing them to develop their institutional strategy and internal quality culture, based on the recommendations proposed by the EUA teams.

The programme benefits the EUA membership as a whole in providing the association with first-hand knowledge and insights about main issues and challenges faced by today's universities in Europe and elsewhere.

Its visibility has given legitimacy to EUA in discussions of quality assurance policies. In addition to long-standing service on the European Network for Quality Assurance in Higher Education (ENQA) steering group, membership in the International Network of Quality Assurance Agencies in Higher Education (INQAAHE) and in the CHEA International Commission, the EUA is represented on the board of the newly formed Irish Universities Quality Board (IUQB) and the French Comité National d'Evaluation (CNE), which has changed its statutes to include two members nominated by EUA.

### ***Future prospects***

The Steering Committee of the Institutional Review Programme (see *Annex I*) proposed several changes to be implemented in 2003, including:

- Offer to institutions interested in the programme the possibility of choosing a focus from an *à-la-carte* menu – e.g., research management, student support services, internationalisation policies, implementing Bologna reforms, working with stakeholders, governance structures, or strategic development, such focus being anchored within the global framework of an institutional review.
- Offer the possibility for an evaluation of a faculty or other sub-unit of the university, with the understanding that EUA upholds the goal of strengthening the institution as a whole. Therefore, a faculty evaluation will focus on the articulation and the degree of decentralisation between the centre and the faculty.
- Add to the standard follow-up procedures the option for the institution to request an expert immediately to implement a specific recommendation.
- Organise an annual meeting, linked to the EUA General Assembly, for the universities that have been evaluated. A first such meeting will take place in Bristol in March 2003.

- Evaluate Joint Masters degrees – an uncharted area which is receiving increased attention. This would build on the current EUA Joint Masters' pilot project, and provide further support to institutions wishing to work together at a European level.
- Evaluate PhD education to consider the structural and financial conditions for PhD training.

On the policy level, the EUA will continue to actively participate in major European and international events where quality issues are debated.

### ***List of institutions which participated in the 2001-2002 round***

|  |
|--|
| Universidade do Algarve, Faro                |
| University of Ankara                         |
| University of Arts, Belgrade                 |
| University of Belgrade                       |
| University of Economics in Bratislava        |
| Université de Franche-Comté, Besançon        |
| University of Kragujevac                     |
| Universidad de Lima                          |
| University of Nis                            |
| University of Novi Sad                       |
| University of Tartu                          |
| University of Medicine & Pharmacy, Timisoara |
| University of Zilina                         |
| Five medical faculties in Portugal           |

## Quality Culture Pilot Project

### Background

The aim of the Quality Culture Pilot Project is to help European universities to introduce and strengthen an internal quality culture, and to further the construction of the European Higher Education Area.

This project, largely funded by the European Commission through the Socrates programme, builds on the extensive experience of EUA in promoting quality in universities. Its origins lie in the Institutional Review Programme which has been running since 1993 to support institutional leaders in their efforts to develop an internal quality culture and improve decision-making processes in their institution. The Quality Culture Project provides an extra stimulus by focusing on specific aspects of internal quality within the institutions and on sharing experiences with colleagues at other universities.

### Activities

- EUA launched a competitive call for tender among its members. The project's expert Steering Committee selected 50 universities, out of 137 applicants, which were grouped together into six quality culture networks (see accompanying list).
- The networks started their work in the second half of 2002 with the preparation of institutional presentations, which were discussed during their first network meetings in November. These meetings focused on the concept of quality culture as applied to each thematic area, its various aspects, and its ideal implementation. This provided a framework for the SWOT (strengths, weaknesses, opportunities and threats) analysis and the action plan made by each institution, and discussed at a second meeting. Each of the coordinators is writing a network report, and a project report will be produced in June 2003.

### Future prospects

The results of this project will be fed into the Graz Convention and the Berlin Ministerial meeting. EUA hopes to continue to offer this project in 2003–2004.

### Networks, coordinators and participating universities

#### Research management:

##### **Bogazici University, Turkey**

University of Bucharest, Romania  
University of Thessaloniki, Greece  
Rovira i Virgili University, Spain  
University of Udine, Italy  
University of Zilina, Slovakia  
Humbolt University Berlin, Germany

#### Student support services:

##### **University of Padova, Italy**

Universitat Autònoma de Barcelona, Spain  
London Metropolitan University, UK  
University College Dublin, Ireland  
Université Claude Bernard Lyon, France  
Hochschule Brandenburg, Germany  
Viborg National Instit. for Social Educ., Denmark  
University of Debrecen, Hungary  
Novosibirsk State Technical University, Russia

#### Collaborative arrangements:

##### **University of Bergen, Norway**

University of West Bohemia, Czech Republic  
University of Pitesti, Romania  
University of Economics Bratislava, Slovakia  
University of Economics in Katowice, Poland  
Brunel University, UK  
Technische Universität Braunschweig, Germany  
Belarus National Technical University  
University of Rijeka, Croatia

#### Teaching and learning:

##### **Leeds Metropolitan University, UK**

Aalborg University, Denmark  
University of Ljubljana, Slovenia  
Babes-Bolyai University, Romania  
Warsaw Technical University, Poland  
University of Latvia  
University of Hamburg, Germany  
Azerbaijan State Economic University  
Tbilisi State Medical University, Georgia

#### Implementing Bologna reforms:

##### **University of Greifswald, Germany**

University of Aveiro, Portugal  
University of Tampere, Finland  
KU Leuven, Belgium  
Uludag University, Turkey  
University of Cyprus  
University of Rome "Tor Vergata", Italy  
University Dzemal Bijedic of Mostar, BiH

#### Communication flow & decision-making structures:

##### **Vilnius University, Lithuania**

Technical University of Valencia, Spain  
University of Porto, Portugal  
Yildiz Technical University, Turkey  
University of Tartu, Estonia  
Technical University of Lodz, Poland  
Lille Graduate School of Management, France  
University of Novi Sad, Serbia & Montenegro

## ***Management Seminar***

### ***Background***

The management seminar has been offered since 1979 in English and since 1997 in French, in partnership with the Institutional Management in Higher Education (IMHE) programme of the OECD. Its aims have been to develop skills of institutional diagnosis, mission setting and strategic policy formulation, and to provide an opportunity to discuss recent trends in higher education and likely institutional responses.

The target audience has been rectors (or equivalent), vice-rectors, heads of administration and, on occasion, deans or heads of departments and other university leaders.

The English version of the seminar takes place annually, while the French version is offered once every two years in a slightly different format, given the smaller number of target countries.

The seminar offers a small group of participants (25 maximum) the opportunity for in-depth discussions, in a residential setting, over five days, with a high tutor/participant ratio (1:5). Three or four main themes are explored through formal presentations in plenary sessions, exercises and small group discussions. In addition, a case study of the host institution offers an authentic situation as a basis for discussion.

### ***Activities***

The annual English-language seminar was hosted in June 2002 by the University of

Edinburgh, and concentrated on the University's experience in the reorganisation of its academic structures.

### ***Impact***

- The 24 participants showed a high overall degree of satisfaction. The evaluations at the end of the seminar revealed that participants valued particularly:
  - the opportunity for in-depth discussions of major issues faced by higher education worldwide;
  - the international and diverse composition of the group, with a variety of regions, cultures, and systems represented;
  - the SWOT (strengths, weaknesses, opportunities and threats) groups which give each participant the opportunity to receive customised feedback and expert advice on a specific issue.

### ***Future prospects***

Despite the positive feedback, the steering group recognises the need to develop the seminar to meet new needs and respond to participants' comments, particularly given the growing opportunities in management training at national level. It has therefore renewed its academic team and is in the process of restructuring the content and format of the next seminar in English, which will be hosted by the University of Heidelberg, from 12-17 September 2003.

## **European Credit Transfer System (ECTS)/Diploma Supplement (DS)**

### **Background**

As part of its service to members in the implementation of the Bologna Process, the EUA monitors the implementation of ECTS in Europe. With funding from the Socrates programme, EUA coordinates a team of over 80 counselors from 30 countries who carry out institutional site visits and also provide national counseling and helpline services for the promotion of both ECTS and the Diploma Supplement (DS).

### **Activities**

- In 2002, the mandate of the expert pool of ECTS counselors (including 30 national coordinators) was extended to include responsibility for advising on both ECTS and the DS. This involved the recruitment and training of a large number of new counselors in order to ensure fair representation by country and type of institution.
- In 2002, EUA organised 47 institutional site visits. This involved building the visiting teams, and closely monitoring the visit procedure. To ensure feedback to institutions, EUA also took responsibility for coordinating the dispatch of the site visit reports to the institutions involved.
- In close cooperation with the *Fachhochschule Osnabrück*, EUA organised three national coordinators' meetings. The goal of these meetings was to ensure the updating and sharing of experience and knowledge on the latest developments in ECTS at both national and European level. Among key issues discussed were the ECTS grading scale, the updating of the ECTS Users' Guide, credits for lifelong learning, and the ECTS Student Charter.
- The 2002 plenary session for all ECTS counselors was held at the Technical University of Graz in July. It concentrated on the transfer of information and updating of the extended group of counselors on specific issues related to ECTS, and the role of ECTS in the Bologna Process more generally.
- Together with the national coordinators, EUA completed a survey on the state of implementation of ECTS, focusing on the national legal framework, the compatibility of national credit systems with ECTS and the implementation of ECTS as both a credit and an accumulation system.
- EUA's autumn conference at the ETH in Zürich on 11-12 October, with the support of the Swiss Confederation, concentrated on credit transfer and accumulation issues. Participants agreed on a number of key features of credit transfer and accumulation and on the importance of introducing widely ECTS as the only tried and tested credit system in Europe. The conference also identified a number of issues for further reflection.

### **Impact**

This activity allows EUA to support its members in one of the essential areas for the creation of a European Higher Education Area. EUA provides concrete support and advice to individual institutions in their day-to-day work, while at the same time promoting the exchange of experience and good practice among ECTS counselors from some 30 European countries, thus ultimately contributing to transparency and facilitating academic recognition across Europe.

### **Future prospects**

In 2003, EUA will again coordinate up to 50 institutional site visits, organise three national coordinators' meetings and one annual seminar. EUA will also supervise the counseling and helpline activities carried out at national level by the national coordinators and their teams. During the year, the counselors will also take up the open issues identified at the Zürich conference.

An analysis of the site visit reports will feed into the preparation of the *Trends III* report to be presented in Graz and Berlin, while the survey on the implementation of ECTS in Europe will be updated and extended to include the DS.

## ***Joint Masters Pilot Project***

### ***Background***

The Joint Masters Project, supported by the European Commission in the framework of the Socrates programme, is a direct result of EUA's first action plan. EUA had identified the promotion of inter-university cooperation as a pillar of future European higher education development, and therefore felt that it would be particularly beneficial to focus upon inter-institutional cooperation within Master programmes.

The project builds upon outcomes of the EUA *Survey on Master Degrees and Joint Degrees in Europe* which highlighted considerable diversity of structures among joint degree programmes as well as pointing to legal recognition difficulties.

### ***Activities***

- EUA launched a competitive call for applications to consortia of institutions which offer programmes in partnership with at least three universities in three different countries. Eleven programmes out of sixty were selected by an independent panel of European higher education leaders. All selected programmes demonstrate innovation in addressing issues of transnational cooperation, cover a wide geographical spread of European countries, and offer considerable disciplinary variety.
- The project focuses upon three main themes: quality assurance and recognition; student experience and mobility; course integration and sustainability.
- The project started by initiating a qualitative research project undertaken by recent graduates of each programme. The graduate researchers received training by EUA on methodological aspects of participant observation, and are working within a research framework focusing upon the three project themes. Through interviews with students, professors, institutional leaders, employers and programme administrators, their research aims to highlight a range of perceptions on key issues. These reports will be finalised by March 2003. At the same time, networks are also organising

their own internal meetings with their main academic partners to discuss the three themes and to focus upon issues of fundamental importance for each network.

- The results of both the graduate research and the network meetings will be brought together in an inter-network conference in 2003 in order to examine the main findings and identify examples of good practice.

### ***Impact***

With increasing interest in joint programmes and collaborative teaching and research in the European higher education policy arena, the project's impact will be to provide concrete examples of collaborative models for Joint Master degrees in Europe. More directly, the over 100 universities which are currently involved in the pilot project will benefit from increased visibility and improved communication.

Although the project was not conceived with the future Erasmus World programme in mind, it is clear that outcomes will also provide extremely useful input for the development of future European Masters programmes.

### ***Future prospects***

A project report will be prepared for the Graz Convention and the Berlin Ministers' meeting. EUA hopes to use this experience to launch a similar project focusing on joint doctoral programmes in 2003-2004.

### ***Selected Joint Masters programmes, coordinators and participating institutions***

#### **European urban culture:**

##### **University of Art & Design, Finland**

Vrije Universiteit Brussel, Belgium  
Tilburg University, The Netherlands  
Manchester Metropolitan University, UK

#### **International trade/European integration:**

##### **Universiteit Antwerpen, Belgium**

Vrije Universiteit Brussel, Belgium  
Università degli Studi di Bari, Italy  
Universidad de Cantabria, Spain  
Staffordshire University – The Business School, UK  
Prague University of Economics, Czech Republic  
Université des Sciences et Technologies de Lille, France

**International humanitarian assistance:****Universidad de Deusto, Spain**

Université Catholique de Louvain, Belgium  
 Université d'Aix-Marseille III, France  
 Universität Bochum, Germany  
 University College Dublin, Ireland  
 Rijksuniversiteit Groningen, The Netherlands  
 Uppsala University, Sweden

**Interdisciplinary law/economics:****Erasmus University Rotterdam, The Netherlands**

Université de Droit, d'Econ. & des Sciences  
 d'Aix-Marseille, France  
 University of California (Berkeley), USA  
 Università degli Studi di Bologna, Italy  
 Universiteit Gent, Belgium  
 University of Haifa – Faculty of Law, Israel  
 Universität Hamburg, Germany  
 Linköping University, Sweden  
 Universidad Complutense de Madrid, Spain  
 University of Manchester, UK  
 Stockholm University, Sweden  
 Universität Wien, Austria

**International health tropical medicine:****Humboldt University, Germany**

Université d'Aix-Marseille II, France  
 Université Paris VII, France  
 Deutsche Stiftung für Internationale Entwicklung,  
 Germany  
 Ruprecht-Karls-Universität, Germany  
 Semmelweis University, Hungary  
 Koninklijk Instituut voor de Tropen, The  
 Netherlands  
 Universitetet i Bergen, Norway  
 Universidad Miguel Hernandez, Spain  
 Universitat de Barcelona, Spain  
 Escuela Nacional de Sanidad, Spain  
 Universidad de Valencia, Spain  
 Institut Univ. de Méd. Sociale et Préventive,  
 Switzerland  
 Université de Genève, Switzerland  
 University of Liverpool, UK  
 University College London, UK  
 London School of Hygiene and Tropical Medicine, UK

**Comparative European social studies:****Alice Salomon Fachhochschule, Germany**

London Metropolitan University, UK  
 ELTE, University of Budapest, Hungary  
 University College Stavanger, Norway  
 Maastricht University, The Netherlands  
 University College St. Martin, UK  
 Katholieke Hogeschool Kopen, Belgium  
 Hogeschool Zuyd, The Netherlands

**European construction engineering:****Coventry University, UK**

Politecnico di Bari, Italy  
 Universidad de Cantabria, Spain  
 Aalborg University, Denmark  
 Universidad Politécnica de Madrid, Spain

Universidade do Porto, Portugal  
 Fachhochschule Nordostniedersachsen, Germany  
 Universidad Politécnica de Valencia, Spain

**Euroculture:****Universiteit Gent, Belgium**

University of Uppsala, Sweden  
 University of Göttingen, Germany  
 Université de Strasbourg, France  
 Universidad de Deusto, Spain  
 Rijksuniversiteit Groningen, The Netherlands  
 Università degli Studi di Udine, Italy  
 University of Edinburgh, UK

**International management:****Università Luigi Bocconi, Milano, Italy**

London School of Economics, UK  
 Stockholm School of Economics, Sweden  
 Universität St. Gallen, Switzerland  
 University College Dublin, Ireland  
 Norwegian School of Econ. & Business Adm., Norway  
 Universität zu Köln, Germany  
 University of Economics, Prague, Czech Republic  
 Helsinki School of Econ. & Business Adm., Finland  
 Budapest University of Econ. & Public Adm.,  
 Hungary  
 ESADE, Spain  
 Warsaw School of Economics (SGH), Poland  
 Copenhagen Business School, Denmark  
 Wirtschaftsuniversität Wien, Austria  
 Université Catholique de Louvain, Belgium  
 Erasmus Universiteit Rotterdam, The Netherlands  
 HEC, France

**Oceanography:****Universidade do Algarve, Portugal**

Universidad de Barcelona, Spain  
 Universidad de Cádiz, Spain  
 Université de La Méditerranée, France  
 University College Cork, Ireland  
 University of Bergen, Norway  
 Universidade Nova de Lisboa, Portugal  
 University of Gdansk, Poland  
 University of Wales, UK  
 University of Westminster, UK  
 Royal Holloway, University of London, UK  
 University of Portsmouth, UK

**Labour studies:****Université Catholique de Louvain, Belgium**

Université de Toulouse 1, France  
 University of Warwick, UK  
 Universität Trier, Germany  
 Università degli Studi di Firenze, Italy  
 Inst. Sup. de Ciencias do Trabal. e da Empresa,  
 Portugal  
 Universidad de Granada, Spain  
 Università degli Studi di Milano, Italy  
 London School of Econ. and Political Sciences, UK  
 University College Dublin, Ireland  
 Universitat Autònoma de Barcelona, Spain  
 Universität Bremen, Germany



## ***Higher education in South East Europe***

### ***Background***

During 2002, the Education Ministries of Albania, Bosnia-Herzegovina, FYR of Macedonia, Serbia and Montenegro formally expressed their desire to join the Bologna Process. The main focus of EUA activities in the region is now to support the rapid integration of these higher education systems into the European Higher Education Area.

EUA considers this to be the most effective means of assisting the process of regeneration of higher education, and tackling the severe problems faced in the region. EUA is therefore channelling support in fields where it has special competence and experience – including university governance and management, quality assurance, introduction of ECTS, and the promotion of European and regional cooperation.

### ***Activities***

- EUA continues to act as a "lead agency" for academic support to South East Europe (SEE). This includes chairing the Higher Education Working Group of the Stability Pact for SEE, Task Force Education and Youth. The main focus for 2002 was on the dissemination of the higher education components of the Thematic Reviews of National Policies for Education, conducted by the OECD in all Stability Pact countries. This included contributions to major conferences in Croatia, Kosovo and Serbia, a "Bologna seminar" organised by the Council of Europe in Bosnia-Herzegovina, and a seminar on "brain drain in the South East Europe" organised by the German Rectors' Conference (HRK) and the German Academic Exchange Service (DAAD).
- During 2002, EUA conducted institutional reviews of all five universities of the Republic of Serbia. These reviews, funded jointly by the German Rectors' Conference and the Fund for an Open Society Yugoslavia, were designed to support the higher education reform process in Serbia. A final conference was organised by the Association of Serbian Universities in November 2002, where EUA presented an overview report of the process.

- EUA is a partner in a UNESCO-CEPES project across SEE for the development of university governance and management. During 2002, EUA contributed to the overall design of the project as well as to training seminars on strategic management, financial management and quality assurance, for senior participants from universities and ministries across the region.
- A project started in 2001 to help develop strategic management capacity at the University of Prishtina was finalised in December 2002. Using the Bologna Process as the basis for development, the University of Prishtina has started to reform its teaching and learning processes, including the introduction of ECTS across the institution. First steps in quality assurance procedures have also been taken, and the University has produced an eight-year strategic development plan. This work was part of a project on higher education reform in Kosovo, financed by the World Bank, and undertaken in cooperation with the Council of Europe and the German Rectors' Conference.
- As part of this project, EUA also conducted an advisory visit to the newly established University of Mitrovica, in northern Kosovo.

### ***Impact***

At both institutional and system level, support to the development of European and regional cooperation is in high demand, and EUA's role is perceived by many as essential to ensure the participation of SEE in the European Higher Education Area.

### ***Future prospects***

EUA will continue facilitating closer participation of SEE countries in this European convergence process. A conference co-organised with UNESCO-CEPES in March 2003 will further explore this theme, drawing on preliminary results for SEE from the *Trends III* report. EUA also expects to undertake further work with universities across the region in such fields as quality assurance and ECTS.

## ***EUA communication activities 2002***

### ***Background***

EUA is gaining increasing visibility as the representative association of European universities and their national rectors' conferences. As a newly merged association, EUA is aware of the growing need for effective communication with, and on behalf of its members. In the course of 2002, following a discussion in the Council, the Secretariat was reinforced through the creation of the post of communication manager. The goal is to combine more traditional information activities, such as publications, with the extensive use of electronic communication and reinforced networking with members and partners.

### ***Activities***

- The EUA Board and staff are repeatedly asked to contribute to various national and international events. Priority has been given to those of importance to members and in accordance with the EUA action plan. A list of the most important events to which EUA has contributed may be found in *Annex III*.
- EUA published the following reports, studies and leaflets during 2002:
  - *Annual Report 2001*
  - *EUA Consultation on the EC Draft Memorandum on Lifelong Learning* (English and French versions)
  - *Strategic Management and Universities' Institutional Development* (Thema 2)
  - *Survey on Master Degrees and Joint Degrees in Europe*
  - *Membership Directory 2002*
  - *EUA at a glance and Institutional Review Programme* (leaflets)
  - and with ACE *The Brave New World*.
- EUA also produced the following official statements or declarations during 2002:
  - *Students and universities: An academic community on the move – EUA and ESIB Joint Declaration*
  - *Joint Statement from the European Science Foundation (ESF), All European Academies (ALLEA), and the European University Association (EUA)*
  - *Universities as the motor for the construction of a Europe of knowledge*
  - *Credit Transfer and Accumulation – the*

*Challenge for Institutions and Students.*

*Conclusions and Recommendations for Action.*

- In 2002, EUA also started work on a new concept for electronic communication with its members, partners and stakeholders. This includes a new EUA Internet site, a renewal of the membership database, on-line conference management as well as virtual communities with sets of web-based cooperation tools to be used by EUA networks and as an EUA Intranet. The new system will be implemented during the first half of 2003.
- EUA launched two electronic newsletters at the end of 2002:
  - *EUA News* is a one-story-at-a-time news flash with links to more information on the web. *EUA News* is sent to all members, partners and main contacts, and is open for subscription by anyone interested.
  - *EUA Research Newsletter* is a monthly service to update research officers at member institutions about the development of the European Research Area and changes in European research programmes. It is also available on the EUA web site.
- Cooperation with the European press was continued and extended in 2002 through building individual contacts, press releases, invitations to EUA conferences and the *EUA News*.

### ***Impact***

The web-based communication system and other information activities of EUA planned for 2003 provide the association with valuable tools to ensure essential European higher education and research information services to its members.

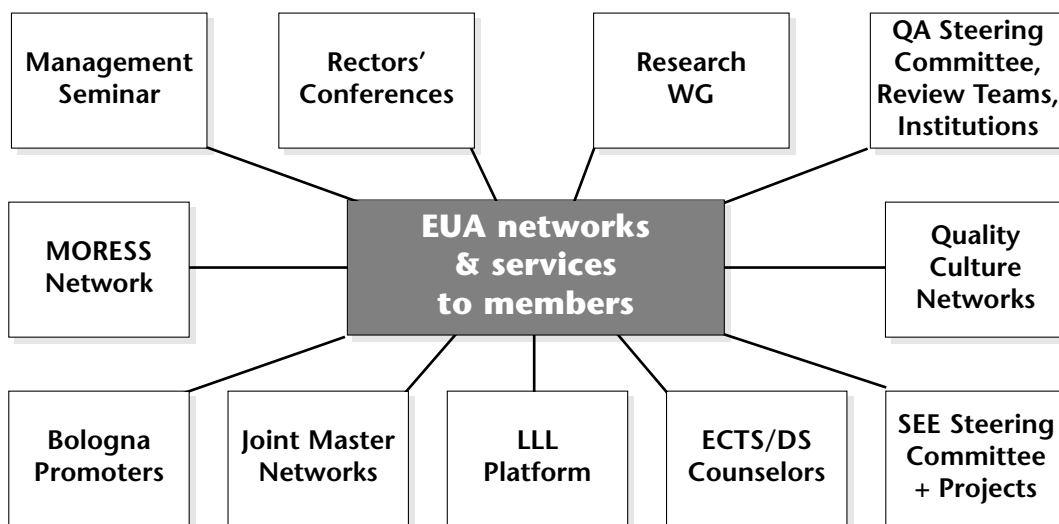
### ***Future prospects***

EUA will continue to reinforce its information and communication activities in 2003, concentrating on the improvement of its website and services and the effective dissemination of the results of the Graz Convention.

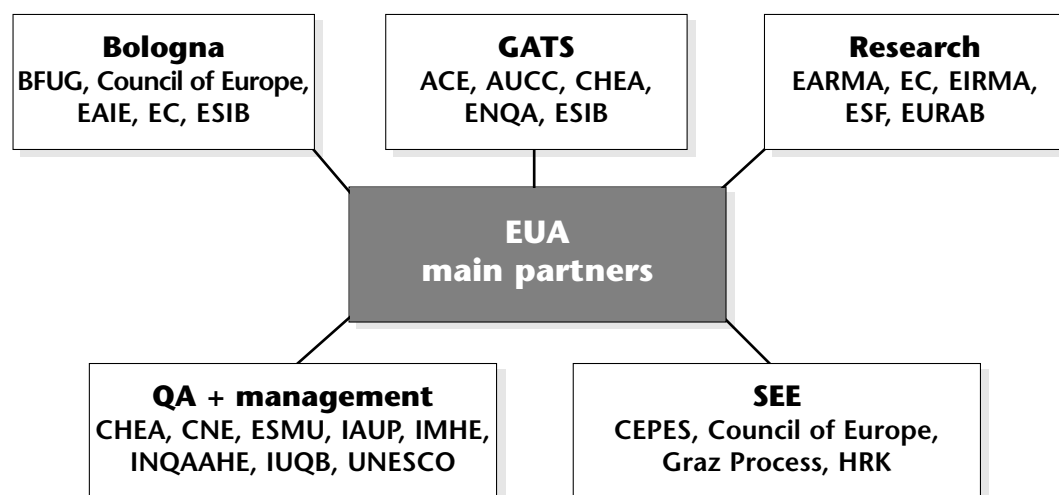
The new website will include an on-line *Trends III* service, with updated information on the implementation of the Bologna Process.

### ***EUA networks and main partners***

|        |                                 |     |  |
|--------|---------------------------------|-----|--|
| ECTS   | European Credit Transfer System | QA  | Quality Assurance                                  |
| DS     | Diploma Supplement              | SEE | South East Europe                                  |
| LLL    | Lifelong Learning               | WG  | Research Working Group                             |
| MORESS | Social Sciences                 |     | (Networks are thematic, institutional, geographic) |







|       |  |         |   |
|-------|--|---------|---|
| ACE   | American Council on Education                                | ENQA    | European Network for Quality Assurance in Higher Education              |
| AUCC  | Association of Universities and Colleges of Canada           | ESF     | European Science Foundation   |
| BFUG  | Bologna Follow-up Group                                      | ESIB    | National Unions of Students in Europe                                   |
| CEPES | European Centre for Higher Education                         | ESMU    | European Centre for Strategic Management of Universities                |
| CHEA  | Council on Higher Education Accreditation                    | EURAB   | European Research Advisory Board  |
| CNE   | Comité National d'Evaluation                                 | HRK     | German Rectors' Conference  |
| EAIE  | European Association for International Education             | IAUP    | International Association of University Presidents                      |
| EARMA | European Association of Research Managers and Administrators | IAU     | International Association of Universities                               |
| EC    | European Commission  | IMHE    | Institutional Management in Higher Education programme                  |
| EIRMA | European Industrial Research Management Association          | INQAAHE | International Network of Quality Assurance Agencies in Higher Education |
|       |  | IUQB    | Irish Universities Quality Board  |

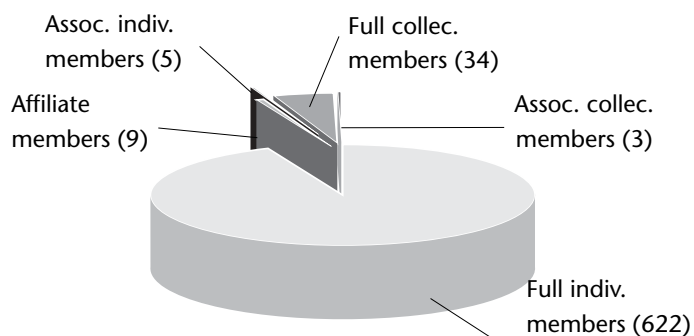


**Distribution of EUA members (as of 17.01.2003)**

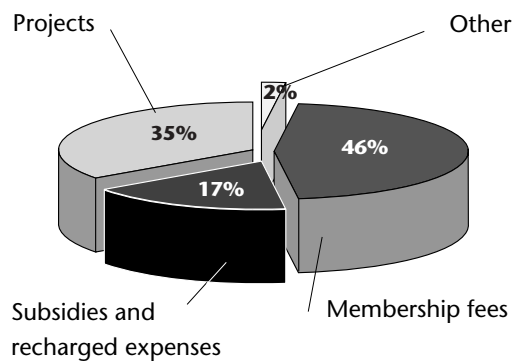


-  Countries with EUA collective members
-  Countries with no EUA collective member
-  Individual members (full and associate) per country
-  Andorra (1)

EUA also has 9 affiliate members which, since they are networks, cannot be shown on the map.



**Categories of members as of 17.01.2003**



**Source of income as of 31.12.2002**

## ***New members in 2002<sup>1</sup>***

### ***Individual full members***

- **Azerbaijan**  
Azerbaijan Medical University, Baku
- **Bulgaria**  
New Bulgarian University, Sofia  
Varna Free University  
Technical University of Varna
- **Czech Republic**  
University of Ostrava  
Institute of Chemical Technology Prague  
Tomas Bata University in Zlin
- **Estonia**  
Tallinn Technical University
- **France**  
Université d'Orléans  
Institut d'Etudes Politiques de Paris
- **Germany**  
TU Chemnitz  
Ernst-Moritz-Arndt-Universität Greifswald  
Europa-Universität Viadrina, Frankfurt/Oder
- **Hungary**  
University of Miskolc
- **Ireland**  
University College Cork
- **Italy**  
Università degli Studi di Foggia
- **Poland**  
Poznan University of Economics  
Pomenarian Medical University, Szczecin  
Cardinal Stefan Wyszyński University, Warsaw
- **Portugal**  
Universidade da Beira Interior, Covilha  
Universidade de Trás-os-Montes e Alto Douro, Vila Real
- **Romania**  
University of Agricultural Sciences & Veterinary Medicine, Cluj-Napoca  
"Alexandru Ioan Cuza" University of Iasi
- **Russia**  
Moscow State Institute of International Relations  
Voronezh State University
- **Slovak Republic**  
Slovak Medical University, Bratislava  
Technical University of Kosice
- **Spain**  
Universidad Politécnica de Cartagena  
Universidad de León  
Universidad Rey Juan Carlos, Madrid
- **Sweden**  
Blekinge University of Technology  
Malmö University
- **Turkey**  
Pamukkale University, Denizli
- **United Kingdom**  
Queen Margaret University College, Edinburgh  
University of Glasgow  
University College London

### ***Individual associate members***

- **Bosnia-Herzegovina**  
University of Bihac
- **Turkey**  
Istanbul Bilgi University  
Sabanci University, Istanbul

### ***Collective full members***

- Conferenza dei Rettori delle Pontificie  
Università Romane (CRUPR), Holy See
- Russian Union of Rectors, Moscow

### ***Collective associate members***

- Austrian Conference of Pedagogic  
Academies (BLK/PA), Linz

### ***Affiliate members***

- Higher Education Coordination Board (HECB),  
Bosnia-Herzegovina
- Council of Educational Evaluation-  
Accreditation (CEEA), Nicosia
- Hochschul-Information-System GmbH (HIS),  
Hannover
- European Physics Education Network  
(EUPEN), Gent
- Inter-University Centre (IUC), Dubrovnik

### ***Merger***

- London Metropolitan University (Guildhall &  
North London Universities)

### ***Resignations***

- Université de Nancy 2, FR
- Westfälische Wilhelms Universität, Münster, DE
- University of Sussex, Brighton, UK
- The Queen's University of Belfast, UK

<sup>1</sup> As of 17 January 2003.



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Mobil +41(0)79 203 45 19

Membre de ORFA  
Organe de Révision des Fiduciaires Associés SA  
Aigle, Genève, Lausanne, Montreux, Villars  
Membre de la Chambre Fiduclaire

Report of the auditors  
to the Members of

**EUA, European University  
Association  
Geneva & Brussels**

As auditors of EUA European University Association, we have audited the accounting records and the financial statements (balance sheet, profit and loss account) for the year ended December 31, 2002.

These financial statements are the responsibility of the EUA secretariat. Our responsibility is to express an opinion on these financial statements based on our audit. We confirm that we meet the legal requirements concerning professional qualification and independence.

Our audit was conducted in accordance with auditing standards promulgated by the profession, which require that an audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement. We have examined on a test basis evidence supporting the amounts and disclosures in the financial statements. We have also assessed the accounting principles used, significant estimates made and the presentation of the overall financial statements. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the accounting records and financial statements comply with the law and the EUA Articles of Association.

We recommend that the financial statements submitted to you be approved.

Geneva, March 13<sup>th</sup>, 2003

OGH Expertises  
Comptables et Fiscales SA

  
J. G. G. G.  
Auditor in charge  
Swiss Chartered Accountant

Enclosures :

- Annual Financial Statements including the balance sheet, the profit and loss account and the attachment.

**PROFIT AND LOSS**

all euros

EUA - European University Association

|                                 | ACTUALS 31/12/2002 |                  | 2001<br>Total    |
|---------------------------------|--------------------|------------------|------------------|
|                                 | Geneva             | Brussels         |                  |
| <b>INCOME</b>                   |                    |                  |                  |
| Membership Fees                 | 763'531            | 600'000          | 1'363'531        |
| Subsidies & Rech. Expenses      | 493'361            | 0                | 493'361          |
| Projects                        | 606'281            | 361'216          | 967'497          |
| Financial and Other             | 14'980             | 20'622           | 35'602           |
| <b>Total Income</b>             | <b>1'881'161</b>   | <b>1'002'038</b> | <b>2'883'199</b> |
| <b>EXPENSES</b>                 |                    |                  |                  |
| Projects                        | 609'281            | 361'216          | 970'497          |
| Salaries                        |                    |                  |                  |
| Staff Expenses                  | 1'090'574          | 561'780          | 1'652'354        |
| Provision Sal & Soc Chg         | 70'000             | 170'000          | 240'000          |
| sub total Salaries              | 1'150'574          | 731'780          | 1'882'354        |
| Office Costs                    |                    |                  |                  |
| Rent                            | 57'986             | 29'625           | 87'611           |
| Utilities                       | 3'402              | 11'875           | 15'277           |
| Office Maintenance              | 68                 | 3'903            | 3'971            |
| sub total Office Costs          | 61'456             | 45'303           | 106'759          |
| Administrative Expenses         |                    |                  |                  |
| Travel & Meetings               | 75'222             | 33'104           | 108'326          |
| Maintenance and Repairs         | 4'371              | 13'077           | 17'448           |
| Books and Periodicals           | 2'924              | 969              | 3'893            |
| Printed Material                | 12'974             | 1729             | 14'703           |
| Copying                         | 5'674              | 1'544            | 7'218            |
| Office Supplies                 | 46'16              | 8'579            | 54'739           |
| Insurances                      | 722                | 2'436            | 3'157            |
| Subscriptions                   | 5'315              | 0                | 5'315            |
| Postage                         | 15'959             | 1'761            | 17'720           |
| Telephone, Fax                  | 4'086              | 11'709           | 15'795           |
| Fees, legal, audit, translation | 8'207              | 14'929           | 23'136           |
| Publications, Website           | 62'697             | 0                | 62'697           |
| Conferences                     | 0                  | 0                | 0                |
| Other Expenses                  | 11'938             | 6'219            | 18'157           |
| sub total Administration        | 214'705            | 96'055           | 310'760          |
| Depreciation                    | 12'643             | 25'465           | 38'108           |
| Interest, Bk Charges            | 25'469             | 0                | 25'469           |
| WO Membership Fees*             | 48'394             | 0                | 48'394           |
| sub total Depr & Bank & WO      | 86'506             | 25'465           | 111'971          |
| Recharged Expenses to Projects  | -251'262           | -265'379         | -516'641         |
| <b>Total Expenses</b>           | <b>1'871'260</b>   | <b>1'014'460</b> | <b>2'885'720</b> |
| <b>Result surplus/(Deficit)</b> | <b>9'901 €</b>     | <b>-12'422 €</b> | <b>-2'521 €</b>  |

\* Write-off of old Membership pledges

**BALANCE SHEET**

all euros

EUA - European University Association

|  | 31/12/2002     |                | 31.12.2001<br>Total |
|--|----------------|----------------|---------------------|
|  | Geneva         | Brussels       |                     |
| <b>ASSETS</b>                            |                |                |                     |
| <b>FIXED ASSETS</b>                      |                |                |                     |
| Office Equipment                         | 28'226         | 13'381         | 41'607              |
|  | <b>28'226</b>  | <b>13'381</b>  | <b>41'607</b>       |
| <b>RECEIVABLES</b>                       |                |                |                     |
| Debtors                                  | 128'959        | 41'265         | 170'224             |
|  | <b>128'959</b> | <b>41'265</b>  | <b>170'224</b>      |
| <b>CASH</b>                              |                |                |                     |
| Bonds and Shares                         | 281'735        |                | 541'005             |
| Bank                                     | 521'876        | 101'960        | 363'780             |
| Cash at Hand                             | 4'307          | 450            | 0                   |
|  | <b>807'918</b> | <b>102'410</b> | <b>910'328</b>      |
| <b>INCOME RECEIVABLE</b>                 |                |                |                     |
| European Commission                      | 185'002        | 185'002        | 185'002             |
|  | <b>185'002</b> | <b>185'002</b> | <b>185'002</b>      |
| <b>TOTAL ASSETS</b>                      | <b>965'103</b> | <b>342'058</b> | <b>1'307'161</b>    |
| <b>LIABILITIES</b>                       |                |                |                     |
| <b>OWN FUNDS</b>                         |                |                |                     |
| Net Asset brought forward                | 324'203        | 39'232         | 483'253             |
| Result Current Year 2002                 | 9'901          | -12'422        | -1'20'071           |
|  | <b>334'104</b> | <b>26'810</b>  | <b>360'914</b>      |
| <b>PROVISIONS &amp; ACCRUED EXPENSES</b> |                |                |                     |
| Other                                    |                |                | 123'785             |
| Provision for Social Liabilities         | 108'292        | 170'000        | 0                   |
| Accrued Holiday Allowance                |                | 88'054         | 0                   |
|  | <b>108'292</b> | <b>238'054</b> | <b>123'785</b>      |
| <b>PAYABLES</b>                          |                |                |                     |
| Other Payables                           | 186'868        | 77'194         | 147'206             |
|  | <b>186'868</b> | <b>77'194</b>  | <b>147'206</b>      |
| <b>INCOME RECEIVED IN ADVANCE</b>        |                |                |                     |
| Projects                                 |                |                | 356'706             |
| Membership Fees                          | 322'851        |                | 232'310             |
|  | <b>322'851</b> |                | <b>589'024</b>      |
| <b>TOTAL LIABILITIES</b>                 | <b>965'103</b> | <b>342'058</b> | <b>1'307'161</b>    |
| <b>NOTE</b>                              |                |                |                     |
| Asset blocked as guarantee               | 12'443         | 0              | 12'443              |
| Guaranties issued for EU programs        | 0              | 660'410        | 660'410             |
|  |                |                | <b>15'833</b>       |
|  |                |                | <b>31.12.01</b>     |

**Total Expenses** 1'871'260 1'014'460 2'885'720 2'582'510  
**Result surplus/(Deficit)** 9'901 € -12'422 € -2'521 € -1'20'071 €

## ***Information from the Board concerning the 2002 annual financial statement***

### ***2002 – Consolidation of EUA's financial position***

EUA closed the year 2002 with a deficit of less than 3000 Euro. Having started the year with a foreseen budget deficit of 57,000 Euro this shows that considerable progress has been made.

This positive evolution can be explained by

- The receipt of new subsidies, in particular from the French government which, in addition to granting EUA a larger than expected subsidy of 100,000 Euro, also continued to cover the cost of the President's travel;
- Maintaining a strict control on expenses, in particular travel and meetings, in spite of the considerable costs involved in moving to new and larger premises in Brussels;
- The further development of project activities in line with the priorities of the Association which allows EUA to involve and provide substantial support to member institutions in key areas.

### ***Budget 2003***

The balance budget adopted for 2003 is intended to maintain and further consolidate this positive trend.

### ***Future prospects***

EUA is rapidly arriving at a crossroads in its development: if members would like their Association to do even more for them in Europe and further afield in promoting their higher education and research interests, then it will soon become urgent to increase membership fees. It has already become abundantly clear that the present level of financial support does not allow the Association to employ sufficient staff to continue development at the present rate. During the launch phase of the Association, it has been possible to sustain a particularly high level of commitment, but this cannot be done in the long term. We need to be realistic and to understand that pursuing further this understandably high level of ambition, and undertaking more activities, has its price. The Board believes that, in adopting the next Action Plan for 2003-2005, the EUA will need to express a clear view on these different options.



## ***Annex I***

### ***EUA Research Working Group***

|                        |  |
|------------------------|--|
| Chairman               | Prof. Luc Weber, Université de Genève                                |
| EUA Vice-President     | Prof. Georg Winckler, Universität Wien                               |
| <i>Austria</i>         | Prof. Günter F. Pilz, Johannes Kepler Universität Linz               |
| <i>Belgium-NL</i>      | Prof. Yvan Bruynseraede, KU Leuven                                   |
| <i>Belgium-FR</i>      | Prof. Françoise Thys-Clément, Université Libre de Bruxelles          |
| <i>Bulgaria</i>        | Prof. Iordanka N. Kuzmanova, Agricultural University of Plovdiv      |
| <i>Czech Republic</i>  | Prof. Josef Koubek, Institute of Chemical Technology, Prague         |
| <i>Denmark</i>         | Prof. Folke Ölander, Aarhus School of Business                       |
| <i>Finland</i>         | Prof. Markku Lukka, Lappeenranta University of Technology            |
| <i>France</i>          | Mr Claude Burlet, Université Nancy 1                                 |
| <i>Germany</i>         | Prof. Margret Wintermantel, Universität Saarland                     |
| <i>Greece</i>          | Prof. Elisabeth Panayotatos, National Technical University of Athens |
| <i>Hungary</i>         | Dr Istvan Bilik, Confederation of Hungarian Conferences on HE        |
| <i>Iceland</i>         | Prof. Jón Torfi Jónasson, University of Iceland                      |
| <i>Ireland</i>         | Dr Conor O'Carroll, CHIU   |
| <i>Italy</i>           | Prof. Massimo Egidi, Università degli Studi di Trento                |
| <i>Lithuania</i>       | Prof. Vytautas Ostasevicius, Kaunas University of Technology         |
| <i>Luxemburg</i>       | Prof. Jean-Paul Lehnens, Centre Universitaire de Luxembourg          |
| <i>The Netherlands</i> | Prof. Cees Blom, Katholieke Universiteit Nijmegen                    |
| <i>Norway</i>          | Prof. Jarle Aarbakke, Universitetet i Tromsø                         |
| <i>Poland</i>          | Prof. Franciszek Ziejka, Jagiellonian University, Crakow             |
| <i>Portugal</i>        | Prof. Helene Vaz de Carvalho Nazaré, Universidade de Aveiro          |
| <i>Slovak Republic</i> | Prof. Ludovít Molnar, Slovak University of Technology, Bratislava    |
| <i>Sweden</i>          | Prof. Bertil Andersson, Linköpings Universitet                       |
| <i>Switzerland</i>     | Prof. Walter Wahli, Université de Lausanne                           |
| <i>United Kingdom</i>  | Prof. John Archer, Heriot-Watt University, Edinburgh                 |
| Observer               | Ms Dominique Martin-Rovet, European Science Foundation               |

### ***Institutional Review Programme Steering Group***

|                        |  |
|------------------------|--|
| Chair                  | Prof. Henrik Toft Jensen, Rector, Roskilde Universitetscenter, Denmark |
| <i>Portugal</i>        | Prof. Alberto Amaral, Universidade do Porto                            |
| <i>Ireland</i>         | Prof. John Kelly, University College Dublin                            |
| <i>France</i>          | Prof. Hélène Lamicq, Université Paris 12                               |
| <i>Hungary</i>         | Prof. András Rona-Tas, Hungarian Accreditation Committee               |
| <i>Sweden</i>          | Dr Airi Rovio-Johansson, University of Göteborg                        |
| <i>The Netherlands</i> | Dr Don Westerheijden, CHEPS, University of Twente                      |
| <i>Germany</i>         | Prof. Klaus Dieter Wolff, Universität Bayreuth                         |

***National ECTS/DS coordinators***

|                        |   |
|------------------------|---|
| <i>Austria</i>         | Maria Edlinger, Technische Universität Graz                             |
| <i>Belgium-NL</i>      | Karel Van Liempt, Universiteit Antwerpen                                |
| <i>Belgium-FR</i>      | Yves Van Haverbeke, Université de Mons-Hainaut                          |
| <i>Bulgaria</i>        | Nicolai Christov, Technical University of Sofia                         |
| <i>Cyprus</i>          | Andreas Malloupas, University of Cyprus                                 |
| <i>Czech Republic</i>  | Jan Honzik, Brno University of Technology                               |
| <i>Denmark</i>         | Poul Bonde, Aarhus Universitet  |
| <i>Estonia</i>         | Volli Kalm, University of Tartu   |
| <i>Finland</i>         | Heikki Pekkarinen, University of Kuopio                                 |
| <i>France</i>          | Martine Froissart, Ecole Supérieure de Commerce de Lille                |
| <i>Germany</i>         | Volker Gehmlich, Fachhochschule Osnabrück                               |
| <i>Greece</i>          | Katerina Galanaki-Spiliotopoulos, Athens University of Econ. & Business |
| <i>Hungary</i>         | Laszlo Kiss, University of Debrecen                                     |
| <i>Iceland</i>         | Gisli Fannberg, University of Iceland                                   |
| <i>Ireland</i>         | Danny Brennan, Letterkenny Institute of Technology                      |
| <i>Italy</i>           | Maria Sticchi-Damiani, LUISS Guido Carli                                |
| <i>Latvia</i>          | Mara Jure, Riga Technical University                                    |
| <i>Lithuania</i>       | Raimonda Markeviciene, Vilnius University                               |
| <i>Malta</i>           | Veronica Grech, University of Malta                                     |
| <i>The Netherlands</i> | Robert Wagenaar, University of Groningen                                |
| <i>Norway</i>          | George Francis, University of Bergen                                    |
| <i>Poland</i>          | Maria Misiewicz, University of Wroclaw                                  |
| <i>Portugal</i>        | Estela Pereira, Universidade de Aveiro                                  |
| <i>Romania</i>         | Henri Luchian, University "A.I. Cuza", Iasi                             |
| <i>Slovak Republic</i> | Jaroslava Staskova, University of Presov                                |
| <i>Slovenia</i>        | Zarjan Fabjančič, Univerza v Ljubljani                                  |
| <i>Spain</i>           | Julia Gonzalez, Universidad de Deusto, Bilbao                           |
| <i>Sweden</i>          | Jan Erik Lundquist, Linköping Universitet                               |
| <i>Switzerland</i>     | Antoinette Charon, Université de Lausanne                               |
| <i>United Kingdom</i>  | John Reilly, University of Kent at Canterbury                           |

**Annex II*****EUA conferences and meetings in 2002***

|          |                    |   |
|----------|--------------------|---|
| 11-12.01 | <i>Torino</i>      | Nineveh project meeting, Instituto Mario Boella   |
| 17-19.01 | <i>Vienna</i>      | 8th EUA Board session<br>3rd EUA Council session  |
| 08-09.02 | <i>Osnabrück</i>   | ECTS National Coordinators meeting  |
| 25.02    | <i>Brussels</i>    | 3rd meeting EUA Research Working Group  |
| 06.03    | <i>Paris</i>       | EUA/ESIB Joint Declaration  |
| 21.03    | <i>Vienna</i>      | 3rd meeting, Higher Education Working Group, SEE Stability Pact   |
| 23.03    | <i>Cluj-Napoca</i> | 9th EUA Board session   |
| 17-20.04 | <i>Roskilde</i>    | 4th EUA Council session<br>10th EUA Board session<br>1st EUA General Assembly<br>Conference on "Autonomy and Quality – the Challenge for Institutions"                      |
| 02-05.05 | <i>Faro</i>        | QA Steering Committee meeting   |
| 02-05.05 | <i>Prishtina</i>   | ECTS training seminar   |
| 15.05    | <i>Geneva</i>      | <i>Trends III</i> preparatory meeting   |
| 12.06    | <i>Brussels</i>    | 4th meeting EUA Research Working Group  |
| 13-16.06 | <i>Edinburgh</i>   | EUA/IMHE management seminar   |
| 21-23.06 | <i>Yenne</i>       | EUA staff meeting   |
| 24.06    | <i>Geneva</i>      | 1st meeting Bologna Promoters Group   |
| 29-30.06 | <i>Lyon</i>        | 11th EUA Board session  |
| 01.07    | <i>Barcelona</i>   | EUA/EAIE Bologna seminar preparatory meeting  |
| 01-02.07 | <i>Brussels</i>    | Selection Committee meeting for Quality Culture Pilot Project   |
| 04.07    | <i>Graz</i>        | ECTS National Coordinators meeting  |
| 05-06.07 | <i>Graz</i>        | Annual plenary meeting, ECTS Counsellors  |
| 08-09.07 | <i>Brussels</i>    | Selection Committee meeting for Joint Master Pilot Project  |
| 03.09    | <i>Brussels</i>    | 1st Quality Culture Steering Committee meeting  |
| 11.09    | <i>Porto</i>       | EUA/EAIE Bologna seminar  |
| 20.09    | <i>Brussels</i>    | Joint Master Pilot Project launch conference  |
| 26-28.09 | <i>Gent</i>        | QA extended Steering Committee meeting  |
| 07.10    | <i>Brussels</i>    | 5th meeting EUA Research Working Group  |
| 09-12.10 | <i>Zürich</i>      | 12th EUA Board session<br>5th EUA Council session<br>EUA/Swiss Confederation conference on "Credit Transfer and Accumulation – the Challenge for Institutions and Students" |
| 29.11    | <i>Brussels</i>    | 13th EUA Board session  |
| 07-10.11 | <i>Osnabrück</i>   | ECTS/DS National Coordinators meeting   |
| 09.12    | <i>Brussels</i>    | Joint Master Project – Training day for researchers   |

**Annex III****Meetings attended by EUA**

|          |                                     |   |
|----------|-------------------------------------|---|
| 07.01    | <i>Brussels</i>                     | DG Research (Marchipont)  |
| 14.01    | <i>Brussels</i>                     | ENQA/ESIB/EUA meeting   |
| 14.01    | <i>Brussels</i>                     | Stability Pact Task Force Education and Youth   |
| 21.01    | <i>Madrid</i>                       | Conference on accreditation   |
| 23.01    | <i>Brussels</i>                     | DG Education and Culture (ICT)  |
| 23.01    | <i>Brussels</i>                     | ESMU Board  |
| 23-25.01 | <i>Budapest</i>                     | Conference on social sciences in ten central and eastern European countries                   |
| 24-25.01 | <i>San Francisco</i>                | Council on Higher Education Accreditation   |
| 24-25.01 | <i>Leuven</i>                       | European Virtual University project meeting   |
| 28.01    | <i>Vienna</i>                       | Austrian Ministry award to Domenico Lenarduzzi  |
| 30.01    | <i>Orléans</i>                      | Université d'Orléans, conference  |
| 01.02    | <i>Brussels</i>                     | EUCEN conference on Lifelong Learning   |
| 07.02    | <i>Paris</i>                        | Seminar World Bank  |
| 08.02    | <i>Genoa</i>                        | Inauguration of academic year   |
| 11-14.02 | <i>Zagreb, Sarajevo, Banja Luka</i> | Preparatory meetings for CEPES SEE governance and management project                          |
| 13.02    | <i>Brussels</i>                     | Meeting with David Coyne, DG Education & Culture  |
| 14-17.02 | <i>Salzburg</i>                     | Salzburg Seminar  |
| 18.02    | <i>Würzburg</i>                     | Plenary session, German Rectors' Conference   |
| 20.02    | <i>Brussels</i>                     | European Parliament hearing on the universities   |
| 20.02    | <i>Brussels</i>                     | ENQA meeting  |
| 21.02    | <i>Brussels</i>                     | Berlin preparatory group<br>Bologna Process Follow-Up Group (BFUG)                            |
| 04.03    | <i>Brussels</i>                     | European Student Forum  |
| 08.03    | <i>Metz</i>                         | Journées Socrates   |
| 10-11.03 | <i>Tirana</i>                       | South East Europe Tempus project, Quality Assurance   |
| 12.03    | <i>Madrid</i>                       | CRUE meeting  |
| 12-13.03 | <i>Amsterdam</i>                    | Seminar on the European dimension of accreditation  |
| 14.03    | <i>Brussels</i>                     | TUNING project Steering Committee   |
| 14.03    | <i>Roma</i>                         | CRUI Assembly   |
| 14-15.03 | <i>Bari</i>                         | Santander Group meeting   |
| 15.03    | <i>Roma</i>                         | ALLEA meeting   |
| 15.03    | <i>Paris</i>                        | La journée TEMPUS – Information day   |
| 15-16.03 | <i>Bruges</i>                       | College of Europe: competition and education seminar  |
| 18.03    | <i>Brussels</i>                     | Banque Européenne d'Investissement  |
| 19.03    | <i>Brussels</i>                     | EURAB, meeting Chairman   |
| 19.03    | <i>The Hague</i>                    | NUFFIC conference   |
| 22-23.03 | <i>Vienna</i>                       | Launch seminar CEPES SEE governance and management project                                    |
| 25-26.03 | <i>Brussels</i>                     | ESMU Board and General Assembly   |
| 27-28.03 | <i>Utrecht</i>                      | Utrecht University, conference  |
| 29.03    | <i>Prishtina</i>                    | Award of Dr. h.c. Bernard Kouchner  |
| 02-05.04 | <i>Córdoba</i>                      | Meeting Directors General of Higher Education and Presidents of National Rectors' Conferences |
| 03-07.04 | <i>Paris</i>                        | Magna Charta Collegium meeting; Columbus Governing Board                                      |
| 05-07.04 | <i>Bucharest</i>                    | UNESCO-CEPES indicators project   |
| 11-12.04 | <i>Lisbon</i>                       | Council of Europe, international seminar on recognition issues in the Bologna Process         |
| 11-13.04 | <i>Lyon</i>                         | IAU internationalisation conference   |

|          |                           |  |
|----------|---------------------------|--|
| 17.04    | <i>Amsterdam</i>          | AEUA Board meeting   |
| 23.04    | <i>Brussels</i>           | ENQA Steering Group meeting  |
| 05-08.05 | <i>Banja Luka</i>         | Republika Srpska, draft HE law consultation with Council of Europe |
| 06-08.05 | <i>Malta</i>              | Meeting of ENRIC/NARIC networks                                    |
| 07.05    | <i>Geneva</i>             | Meeting with promoters of Tetovo SEE University                    |
| 14.05    | <i>Paris</i>              | Seminar, Institut des Sciences Politiques                          |
| 15-17.05 | <i>Brussels</i>           | 12th EURASHE annual conference                                     |
| 16-17.05 | <i>Dubrovnik</i>          | Governance and management SEE                                      |
| 17-18.05 | <i>Sousse</i>             | Euro-Med seminar   |
| 21.05    | <i>Paris</i>              | EUA/IMHE management seminar Steering Committee                     |
| 22.05    | <i>Paris</i>              | Socrates   |
| 23.05    | <i>Santander</i>          | Bologna Follow-up Group  |
| 23-24.05 | <i>Washington</i>         | OECD/World Bank, HE & GATS   |
| 24-25.05 | <i>Dubrovnik</i>          | CEPES SEE governance and management project                        |
| 24-26.05 | <i>Dijon</i>              | ACA special meeting  |
| 28.05    | <i>Copenhagen</i>         | ENQA General Assembly  |
| 30.05    | <i>Brussels</i>           | TUNING project Steering Committee                                  |
| 30.05    | <i>Stockholm</i>          | Joint degree   |
| 02-05.06 | <i>Prishtina</i>          | OECD conference, Education in Kosovo                               |
| 03.06    | <i>Paris</i>              | IAU meeting  |
| 05.06    | <i>Geneva</i>             | Meeting with Swiss Federal Ministry for Education and Science      |
| 07.06    | <i>Geneva</i>             | Dies Academicus  |
| 12.06    | <i>Paris</i>              | World Bank seminar   |
| 12-13.06 | <i>Brussels</i>           | DELOS project 1st seminar  |
| 13.06    | <i>Göteborg</i>           | Copernicus conference  |
| 13-19.06 | <i>Washington</i>         | Visit to ACE for Transatlantic Dialogue                            |
| 17.06    | <i>Cologne</i>            | German Rectors' Conference Q Project                               |
| 18-20.06 | <i>Bergen</i>             | Nordic universities communications officers seminar                |
| 19.06    | <i>Paris</i>              | Seminar Franco-Québécois   |
| 20.06    | <i>Porto</i>              | EUNIS meeting  |
| 25.06    | <i>Cologne</i>            | Bologna Process ad hoc group on future accessions                  |
| 26.06    | <i>Greifswald</i>         | University of Greifswald, ECTS visit                               |
| 26.06    | <i>Brussels</i>           | ENQA Steering Committee meeting                                    |
| 27.06    | <i>Brussels</i>           | ENQA/ESIB/EUA  |
| 28.06    | <i>London</i>             | Universities UK communications visit                               |
| 01.07    | <i>Bonn</i>               | German Rectors' Conference communications visit                    |
| 03-07.07 | <i>Lima</i>               | Columbus Convention  |
| 09.07    | <i>Brussels</i>           | Meeting with Prof. Busquin, EC Commissioner for Research           |
| 10.07    | <i>Paris</i>              | Socrates Day   |
| 10-11.07 | <i>Belgrade, Novi Sad</i> | Preparations for QA wrap-up conference                             |
| 10-11.07 | <i>Bonn</i>               | Visit to DAAD  |
| 15.07    | <i>Brussels</i>           | Meeting with CESAER network  |
| 15-16.07 | <i>Prishtina</i>          | Prishtina Summer University  |
| 28.08    | <i>Graz</i>               | Graz Convention preparatory meeting                                |
| 02.09    | <i>Brussels</i>           | ESMU meeting   |
| 04.09    | <i>Paris</i>              | Seminar IGAENR   |
| 04-07.09 | <i>Barcelona</i>          | EUPRIO conference  |
| 05-08.09 | <i>Bucharest</i>          | CEPES 30 years jubilee conference                                  |
| 9-10.09  | <i>Bucharest</i>          | CEPES Advisory Board meeting                                       |
| 05-09.09 | <i>Belgrade</i>           | Education Reform conference  |
| 06.09    | <i>Düsseldorf</i>         | ESIB meeting on transnational education                            |
| 07-11.09 | <i>Porto</i>              | EUA/EAIE management seminar  |
| 11-12.09 | <i>Aberystwyth</i>        | Universities UK, annual conference                                 |
| 11-12.09 | <i>Podgorica</i>          | Tempus QA project with University of Montenegro                    |

|             |                   |   |
|-------------|-------------------|---|
| 11-14.09    | <i>Porto</i>      | EAIE annual conference  |
| 16.09       | <i>Paris</i>      | OECD conference on governance   |
| 16-17.09    | <i>Bologna</i>    | Magna Charta Observatory yearly conference  |
| 17.09       | <i>Paris</i>      | IMHE editorial board meeting  |
| 19.09       | <i>Brussels</i>   | Berlin preparatory group meeting  |
| 19-24.09    | <i>Hangzhou</i>   | GUNI-Asia founding conference   |
| 20-21.09    | <i>Berlin</i>     | Thematic Network on Languages seminar   |
| 26.09       | <i>Tours</i>      | Journées Relations Internationales CPU  |
| 27.09       | <i>Brussels</i>   | Innovative Funding DG Research  |
| 27.09-08.10 | <i>Tbilissi</i>   | Salzburg Seminar, VAP   |
| 30.09       | <i>Paris</i>      | ICT-CDC   |
| 30.09       | <i>Paris</i>      | QA workshop   |
| 02.10       | <i>Lyon</i>       | Journée PUL   |
| 03.10       | <i>Paris</i>      | CPU-ECTS Tuning   |
| 03-04.10    | <i>Strasbourg</i> | Council of Europe Higher Education and Research Committee                                       |
| 11.10       | <i>London</i>     | UK Research Office Framework 6 Proposal Writing   |
| 07-08.10    | <i>Copenhagen</i> | Danish conference on European Research Council  |
| 16.10       | <i>Brussels</i>   | CPS EMS Forum   |
| 16.10       | <i>Brussels</i>   | Meeting with Commissioner Busquin   |
| 17-18.10    | <i>Paris</i>      | UNESCO, Global Forum  |
| 18-21.10    | <i>Sofia</i>      | Conference on brain drain in South East Europe (HRK/DAAD)                                       |
| 21.10       | <i>Brussels</i>   | TNE Steering Group  |
| 23-25.10    | <i>Cluj</i>       | CEPES SEE governance and management training seminar  |
| 24-26.10    | <i>Dublin</i>     | ELIA conference   |
| 25.10       | <i>Brussels</i>   | European Academy in Business Board meeting  |
| 25.10       | <i>Brussels</i>   | European Commission, DG Research, Mobility meeting  |
| 25.10       | <i>Brussels</i>   | Corporate Group   |
| 29.10       | <i>Madrid</i>     | Meeting with UNIVERSIA  |
| 29.10       | <i>Brussels</i>   | EC meeting, follow-up to the lifelong learning Communication                                    |
| 04.11       | <i>Copenhagen</i> | Bologna Follow-up Group meeting   |
| 06.11       | <i>Bonn</i>       | ENQA Steering Committee   |
| 07-08.11    | <i>Bonn</i>       | German Rectors' Conference Q Project  |
| 09.11       | <i>Sarajevo</i>   | Bosnian Higher Education Reform seminar   |
| 11-13.11    | <i>Brussels</i>   | FP6 launching conference  |
| 12.11       | <i>Brussels</i>   | Initiative <i>Campus</i> and <i>Vie Universitaire</i>   |
| 13.11       | <i>Brussels</i>   | DELOS project meeting   |
| 13-15.11    | <i>Belgrade</i>   | Wrap-up conference, QA programme with Serbian universities                                      |
| 14.11       | <i>Paris</i>      | EUA/IMHE management seminar Steering Committee  |
| 14-15.11    | <i>Wroclaw</i>    | Plenary assembly of CRASP   |
| 18.11       | <i>Paris</i>      | Meeting Radio-France International  |
| 21-22.11    | <i>Dublin</i>     | Bologna, Accreditation and the QA process in Ireland<br>Symposium, QA University College Dublin |
| 21-23.11    | <i>Budapest</i>   | CEPES SEE governance and management training seminar  |
| 24-26.11    | <i>Odense</i>     | Meeting with Directors General of Higher Education  |
| 25-26.11    | <i>Brussels</i>   | Visiting Norwegian delegation on Bologna Process  |
| 26.11       | <i>Copenhagen</i> | ENQA Steering Committee   |
| 27.11       | <i>Brussels</i>   | Meeting with EC Commissioner Reding's cabinet   |
| 28-29.11    | <i>Strasbourg</i> | European Science Foundation General Assembly  |
| 03.12       | <i>Rouen</i>      | Seminar, Ministry of Culture  |
| 03.12       | <i>Paris</i>      | Les Mardis de la DPD  |
| 03-04.12    | <i>Brussels</i>   | Université Libre de Bruxelles, FP6 conference   |
| 04-05.12    | <i>Preston</i>    | The Changing Research Arena conference  |
| 05.12       | <i>Rome</i>       | CRUI meeting  |

|          |                 |   |
|----------|-----------------|---|
| 05-06.12 | <i>Vienna</i>   | SEE Stability Pact Education and Youth Task Force meeting |
| 06.12    | <i>Bern</i>     | Meeting, Swiss Federal Ministry for Education and Science |
| 09.12    | <i>Berlin</i>   | Berlin preparatory group meeting                          |
| 11.12    | <i>Paris</i>    | Socrates meeting  |
| 11-12.12 | <i>Rome</i>     | Adriatic-Ionian initiative, higher education seminar      |
| 12.12    | <i>Brussels</i> | ESIB meeting on GATS & HE                                 |
| 16.12    | <i>Torino</i>   | Inauguration academic year                                |
| 18.12    | <i>Paris</i>    | Evaluation of universities contractual policies           |

## ***Annex IV***

### ***EUA Secretariat (as of 31.12.2002)***

Lesley Wilson, *Secretary General* (Brussels)

Andrée Surssock, *Deputy Secretary General* (Brussels)

John Ashton, *Finance Director* (Brussels)

Violeta Atanassova, *Programme Officer* (Brussels)

Andris Barblan, *Senior Advisor* (Geneva)

Sylvie Brochu, *Programme Manager* (Brussels)

David Crosier, *Senior Programme Manager* (Brussels)

Joanne Dee, *Conference Organiser* (Brussels)

Ebba Ekselius, *Administrative Assistant* (Brussels)

Catherine Fayant, *Publications & Membership Officer* (Geneva)

Kate Geddie, *Intern* (Brussels)

Asle Haukaas, *Communication Manager* (Geneva)

Inge Knudsen, *Senior Programme Manager* (Brussels)

Josephine Lee, *Office Manager* (Brussels)

Yolande Martiniv, *Administrative Assistant* (Brussels)

Justyna Pietralik, *Intern* (Geneva)

Lewis Purser, *Head of Geneva Office* (Geneva)

Magda Reichmuth, *Accountant* (Geneva)

Manuela Sartori, *Administrative Assistant* (Geneva)

Siata Traoré, *Administrative Assistant* (Geneva)